

Blueprint for Service Excellence Division of Information Technology 2012-2013

A. Executive Summary.

Vision.

The digital and information technology environment at the University of South Carolina will be viewed as a “best practice” among peer institutions.

Mission.

The mission of the Division of Information Technology (DoIT) is to support the teaching, research, and service goals of the University.

The goals of DoIT are as follows:

- Enhance the teaching and learning environment for students and faculty.
- Build a flexible cyberinfrastructure for research, scholarship, and creative works.
- Support and enhance the functionality of administrative, business, financial, human resources, and student information systems.
- Strengthen the hardware and software infrastructure to support improved IT communications and productivity tools.
- Improve information technology policies, organization, planning, communications, and professional development.
- Engage USC's 4-year and Regional Campuses as full partners in IT enterprise decisions and initiatives.
- Represent USC System interests in local, regional, and national IT forums.
- Engage the entire USC System community to make 2012/2013 a year of focused planning about the future of information and its enabling technologies.

B. Goals, Initiatives, and Action Plans.

The Office of Information Technology has identified the following goals for 2012-2013:

1. Enhance the teaching and learning environment for students and faculty.

Initiative 1(a): Collaborate with the Center for Teaching Excellence (CTE) in support of faculty and graduate teaching assistant efforts to improve instructional quality.

Action Plans: Ensure regular interaction between Teaching and Technology Support and the CTE, particularly with Faculty Fellows.

Indicators: Monitor work flow and project commitments.

Initiative 1(b): Continuously review learning management system (LMS) performance and functionality. Pilot and adopt (where appropriate) new technologies to assist in the achievement of instructional excellence.

Action Plans: Regularly elicit feedback on system positives and negatives; survey industry trends; look for best practices in higher education. Identify opportunities to upgrade LMS and create redundant operational capabilities.

Indicators: LMS instructional support staff will seek qualitative and quantitative feedback from users, and will examine the options by scanning best practices and industry trends.

2. Build a flexible and robust cyberinfrastructure for research, scholarship, and creative works.

Initiative 2(a): Support the creation of Palmetto College.

Action Plans: Engage in planning and implementation efforts to bolster infrastructure necessary to support back-room operations, assist faculty and instructional designers, and deliver content to students.

Indicators: Successful launch in fall 2013.

Initiative 2(b): In partnership with the Office of Research and the Office of the Provost, help reinvigorate the Research Computing Initiative and make recommendations regarding cyberinfrastructure development and support. Review existing computational and visualization efforts on campus to determine if and how any of these activities may complement centrally-coordinated research computing initiatives.

Action Plans: Identify and engage faculty, facilitate discussion, and gather quantitative and qualitative data. Establish dialogue with faculty research community about economies of scale for some research computing support services. Review best practices at other universities. Conduct a gap analysis.

Indicators: Did substantive action items emerge from the discussion? In conjunction with the Offices of the Provost and VP for Research, determine how to use information from faculty to shape USC research computing strategies. Would consolidation and/or collaboration around some research computing activities lead to resource savings and efficiencies for researchers? Analyze budgets and cost of services on a per unit basis.

Initiative 2(b): Remain active and engaged in Internet2, SoX, EPSCoR, HSSC, and other research related groups, especially those activities related to computing and data grids, high bandwidth regional networking, and high performance computing.

Action Plans: CIO or designee(s) will attend meetings and engage in activities, including participation in grant initiatives.

Indicators: Use dialogue with USC research leaders to improve communications paths with research community about research-related opportunities.

Initiative 2(c): Support the needs of Innovista, the Center for Digital Humanities and other emerging research initiatives such as those housed at SCRA.

Action Plans: Remain aligned with Offices of Research, Provost, President, and leaders of key research initiatives.

Indicators: Monitor Division of IT resource commitments that may help realize the research campus vision.

Initiative 2(d): Strengthen SC LightRail operations while assessing whether SC LightRail should sunset and be replaced by alternative models of service and support.

Action Plans: Work with Board of Directors representatives from the three research universities and the State Office of the CIO to position SC LightRail initiative for sustainable operations.

Indicators: Move signals on the fiber and monitor daily operations.

Initiative 2(e): Strengthen relationships with Libraries and other existing and emerging organizations to enrich the University's resource pool to support faculty needs in research, scholarship, and creative works.

Action Plans: Provide funding and programmatic support.

Indicators: Note tangible results from investments.

3. Support and enhance the functionality of administrative, business, financial, human resources, and student information systems.

Initiative 3(a): Continue OneCarolina implementation to replace legacy financial, human resources, and student information systems.

Action Plans: Execute the project plan.

Indicators: OneCarolina project leader has established a comprehensive project plan and maintains a project "dashboard" to monitor progress toward objectives.

Initiative 3(b): Continue to respond to regulatory, compliance, and other mandates for modification of existing systems as OneCarolina implementation proceeds.

Action Plans: Develop a dynamic and visible project review process.

Indicators: Monitor level of customer satisfaction with compliance and feature/functionality.

4. Strengthen the hardware and software infrastructure to support improved IT communications and productivity tools.

Initiative 4(a): Investigate next generation mobile communications technology options for USC.

Action Plans: Survey emerging technologies, industry trends, and best practices. Develop recommendations for resource investments, timeline.

Indicators: Completion of an actionable plan for review by the Administrative Council, Provost's Executive Staff and other key academic constituencies.

Initiative 4(b): Maintain a three-year rolling plan for infrastructure renewal, upgrades, expansion, and replacement.

Action Plan: Maintain the plan.

Indicators: Determine whether the plan meets campus needs by continuing dialogue with campus constituencies.

5. Improve Information Technology policies, organization, planning, communications, and professional development.

Initiative 5(a): Strengthen data privacy and security.

Action Plans: Use external consultant's recommendations. Support the new Chief Information Security Officer in developing education and awareness plans. Enhance monitoring, reporting, and response capabilities.

Indicators: Monitor compliance and improvements and budget efficiencies in the affected areas.

Initiative 5(b): Reconsider IT governance structure and reevaluate membership and unit representation.

Action Plans: Engage deans and VPs for assistance in improving the information exchange and participatory functions of the advisory group.

Indicators: Solicit annual evaluations from advisory group members.

Initiative 5(c): Improve coordination of centralized and decentralized (unit controlled) IT activities.

Action Plans: Schedule a campus-wide meeting of all IT personnel to consider development of an IT Partners program. Seek feedback on how to improve coordination and communication. Identify college, school, and unit liaisons.

Indicators: Analyze communications and coordination criteria that emerge from the meetings. Schedule follow up meetings with IT personnel to seek additional recommendations for refinement.

Initiative 5(d): Continue to maintain a transparent, highly visible, and easily understood method for establishing and periodically reviewing priorities for IT resource allocation.

Action Plans: Ensure that the UTS project database is widely visible. Clarify the processes associated with additions to the database.

Indicators: Ask customers to provide feedback on the process.

Initiative 5(e): Improve professional development opportunities for IT staff throughout the University.

Action Plans: Charter a small group to examine best practices and recommend next steps in partnership with the Office of Human Resources.

Indicators: Submission of recommendations.

Initiative 5(f): Implement new content management system (CMS) and collaborate with Division of Communications in rollout of web redesign.

Action Plans: Current process of broad engagement with the web community across the University.

Indicators: Complete CMS implementation, support launch of new design.

Initiative 5(g): Revamp Office of Information Technology web site as part of the overall web redevelopment process.

Action Plans: Engage in design and execution of a new site.

Indicators: Monitor site traffic flow and feedback.

6. Engage USC's 4-year and Regional Campuses as full partners in IT enterprise decisions and initiatives.

Initiative 6(a): Meet with 4-year campus CIOs and Regional Campus IT representatives regularly.

Action Plan: Schedule regular meetings.

Indicators: Ask participants for feedback about the utility of meetings.

Initiative 6(b): Ensure engagement of 4-year and Regional Campuses in review of enterprise initiatives such as OneCarolina.

Action Plans: Communicate with Dr. Plyler, Deans of Regional Campuses, Chancellors of 4-year campuses about opportunities for participation.

Indicators: Ask for regular feedback.

7. Represent USC System interests in local, regional, and national IT forums.

Initiative 7(a): Enhance USC's regional and national IT profile through active and high-visibility participation in organizations such as HSSC, EDUCAUSE and SURA.

Action Plans: Attend meetings, communicate with other IT leaders, volunteer for participation on relevant task forces and committees.

Indicators: Monitor frequency of USC engagements with regional and national bodies and publications.

Initiative 7(b): Continue to act as an information resource for the Legislative, Judicial, and Executive branches of state government.

Action Plans: Maintain positive relationships with the Governor's Office, legislative offices, Division of State Information Technology (DSIT) as appropriate.

Indicators: Feedback from legislative liaisons, USC senior executives, others who have frequent political contacts.

Initiative 7(c): Serve as a point of coordination on IT issues that affect South Carolina higher education.

Action Plans: Continue to develop relationships with IT colleagues at other institutions of higher education in the state. Continue shared professional development activities and best practices. Maintain leadership position among entire higher education sector including private institutions.

Indicators: Monitor the extent to which statewide issues and USC issues are aligned.

8. Technology Watch, Planning and Assessment.

Initiative 8(a): Identify technologies that are emerging and growing in importance, as well as those declining in importance.

Initiative 8(b): Identify a system-wide leadership team, gather data and help construct an institutional plan for technology support and direction for 3-5 year horizon.

Action Plans: Gather data in summer and fall 2011. Begin drafting plans in fall 2011.

Indicators: Completion of plan by end of AY2011/12.

Initiative 8(c): TechQual - Establish a valid baseline of user perceptions regarding IT service delivery and performance, building on initial results gathered in March 2011.

C. Accomplishments for 2011/2012

- Transitioned OneCarolina project from SunGard to USC
 - Replaced and set up new Project Leadership/Management structure.
 - Set up a new UTS recruiting function to staff critical needs.
 - Filled critical project leadership and technical roles.
- Completed Blackboard Hosting Project
 - Transitioned hosting and support functions from USC to Blackboard
 - Improved technical and software upgrades support, which provides for annual product upgrades versus past 2 year upgrade cycles with stability issues.
 - Set up new Service Levels USC was unable to provide due to resource constraints.
- Improved Information Technology Security
 - Established new Chief Information Security Officer
 - Increased size of Security Team with new relationships with Audit and Law Enforcement.
 - Established new University Data Access Policy 1.05 improving better Data Access responsibility roles and accountability.
- Implemented Enterprise Video Conferencing Services
 - Installed new Gateway and Video bridging technology.
 - Installed new Video Directory services.
 - Implementing new Customer Self-Service Conferencing software(in progress)
- Implemented the Emergency Notification System
- Project management, development, and support for the USC School of Medicine – Greenville
- Web redevelopment
- Organization Changes – Key Leadership Developments
 - Established new Chief Technology Architect role for OneCarolina and UTS.
 - Established new Chief Security Officer.

- Established Director level responsibility for HR and Recruiting.
- Established key Un-Classified Sr. Leadership positions.
- Implemented new “Road Map” planning process.
- Transitioned Distance Learning to the Provost Office.